

California Department  
of Human Resources

Annual

Strategic Plan Progress Report

July 2016 – June 2017



February 2018

# Overview

In 2014, we adopted a four-year strategic plan to guide our efforts to become a leader in innovative human resources management. Our department's mission is to provide exceptional human resources leadership and services with integrity, respect and accountability to state departments and all current and prospective employees. Our plan is a high-level road map to improving customer service and making state government an employer of choice. On June 30, 2017, we completed our third year under this plan. In 2016-17, we aggressively pursued our strategic plan objectives and made significant progress improving customer service, building a talented workforce, using technology to advance operations, boosting organizational excellence, and improving efficiency.

# Accomplishments

## Goal 1: Superior Customer Service

Pursuing superior customer service is one of our organization's highest priorities. To fulfill our mission to provide exceptional human resources leadership and services to its stakeholders, we must understand customer needs and respond quickly to them.

Every two years, we hold a conference to connect with HR professionals and state leaders. The 2017 conference turned out to be the largest two-day conference we have ever hosted, with more than 1,500 attending – a 65 percent increase from 2015. Participants could learn about a wide variety of HR matters by attending any of 32 breakout sessions offered on specialized topics.

In addition to our conference, we launched dozens of projects designed to help us achieve our superior customer service goal. Our department:

- Developed the Limited Examination and Appointment Program (LEAP) to provide training and work experience for persons with developmental disabilities.
- Developed a training program for LEAP coordinators, to ensure they have the tools and expertise needed to implement new LEAP laws and rules.
- Conducted a statewide campaign to survey the demographics of all civil service employees using a new survey with a multi-race option and new disability options.
- Developed a new comprehensive disability survey to provide employees the capability of selecting multiple disabilities. These new surveys of demographics and disabilities provide the state with a more accurate picture of its workforce.
- Held a webinar for state employees on workforce analysis that instructed participants on how to do a workforce analysis report and submit it electronically.

- Reinvigorated the Upward Mobility Program. Created more than three decades ago, this program was meant to help state employees in low-paying classifications advance their careers. This project, part of the Civil Service Improvement (CSI) initiative, involved updating the Upward Mobility policy and providing a package of resources to assist state departments with the effort.
- Collaborated with the Governor's Office of Immigrant Integration to coordinate translation services for the California Immigrant Assistance Portal.
- Implemented a Selection Delegation Agreement outlining the terms and compliance requirements necessary for departments to properly administer a selection program.
- Developed a new Selection Analyst Training Cohort to teach selection professionals the skills they need to do their jobs well. This project-driven cohort replaces the previous training model and allows participants to complete the training up to 18 months faster.
- Completed the implementation of eight HR Credentialing exams, of which 120 state employees have passed.
- Expanded the Employee Recognition Toolkit to include additional resources and videos of executive support. The updated toolkit now hosts Public Service Recognition Week resources.
- Developed new standards in response to Government Code §22843.1 for departments to follow when implementing health dependent re-verification.
- Conducted departmental trainings on how to utilize the Affordable Care Act (ACA) system to ensure compliance with its employer-administered provisions.
- Abolished more than 980 classifications through California Code of Regulations (CCR) 90 and class consolidation. Of those, 642 have been eliminated since July 2016.
- Developed a new classification specification template with departments.

- Created a statewide duty statement template and training program.
- Developed a Leadership Performance Evaluation (LPE) pilot program.
- Disseminated the Leadership Training and Development Requirements policy to all departments following, and in support of, the changes to Government Code §19995.4 signed into law in June 2016.
- Updated webpages for the statewide workforce and succession planning to make them user-friendly and customer-centric.
- Encouraged customer feedback by adding “Give Us Your Feedback” buttons to all workforce planning webpages.
- Started an ongoing Tools of the Trade communication series to improve awareness of available resources.
- Launched the CalHR Onboarding webpage for departments to access best practices and resources aimed at helping new employees get oriented and succeed.
- Issued the Statewide Workforce Planning Report after interviewing nearly 100 state organization executives. The report identified the top workforce planning challenges affecting recruiting, training, retention, and succession planning.
- Issued a policy requiring all state organizations with civil service employees to have current workforce and succession plans and report annually on their progress with workforce planning.
- Launched the Workforce Planning Program cohort training. In the first training, 11 departments graduated with new workforce plans for their respective organizations.

- Set up a process, and corresponding webpage, for departments to report on their progress on creating workforce and succession plans.
- Developed a multi-departmental outreach strategy to recruit veterans from Camp Pendleton by partnering with Marine Corps Installations West (MCI West) and CalHR's Selection Division. This involved creating a Veterans Preference Waiver form that gives active duty Marines preference points for state jobs prior to discharging from the military.
- Boosted efforts to hire displaced private sector workers from across the Sacramento area. This included coordinating recruitment events and assisting individuals to apply for state jobs.
- Coordinated a recruitment event for hard-to-recruit scientific classifications with the California Public Utilities Commission, Air Resources Board, and California Energy Commission at the California State University, Sacramento.

## Goal 2: Team of Experts

Our internal Talent Management Action Committee led the implementation of a new workforce plan that provides more support for new employees, expands efforts to recognize good work, and helps employees build skills and advance their careers. Furthermore, the plan establishes guidelines for developing a succession plan, so employees will be prepared to step into leadership positions when they become available.

We also:

- Formed a new internal CalHR Employee Recognition Committee, which promoted Public Service Recognition Week events and hosted the first Superior Accomplishment Awards Ceremony for the organization.
- Developed a Personnel Management Division (PMD) training plan that identifies the skills and training needed to perform the duties of each PMD staffing level.
- Developed cross-training on compensation plan maintenance for the staffs of Labor Relations and the Office of Fiscal Management and Economics Research.
- Created a task force to analyze sensitive salary related issues.
- Utilized an internal team of experts to issue dozens of pay letters for general salary increases.
- Created an internal succession plan and reorganization strategy for Savings Plus to ensure the program has the expertise it needs, even if employees leave key positions.
- Set up a fiduciary training session provided by Hansen Bridgett, an external legal counsel, to instruct Savings Plus staff and Investment Committee members on their fiduciary responsibilities and obligations.
- Developed a New Employee Orientation program to help employees adjust to new positions and succeed in their jobs.
- Developed an onboarding program with sponsors assigned to each division, providing new employees with one-on-one support.

- Developed a supervisor onboarding SharePoint page that covers all the aspects of hiring and managing new employees, such as the hiring process, performance management, employee development, benefits, and engagement.
- Developed training for supervisors, managers, and personnel liaisons on the hiring process, workflow, HR contacts, and documentation requirements.
- Created a career center SharePoint page to assist employees with career development and planning.
- Developed a program that gives employees exposure to -- and experience in -- other divisions to expand our departmental cross-training.

## Goal 3: Leverage Technology

We have established strong partnerships with the California Department of Technology and other departments and agencies to collaboratively create a strategic roadmap for the new Enterprise HR initiative. For the first time ever, Enterprise HR provides a statewide approach to developing technology solutions for HR functions.

We have also:

- Developed the online Office Technician examination, which can now be taken 24/7. The state saves a significant amount of money by providing the exam for this popular job classification online instead of in written form.
- Implemented Phase 3B of the Examination Certification Online System (ECOS) project, which introduced real-time processing for all selection functions into one system.
- Implemented an electronic dental enrollment form that reduced errors by 28 percent.
- Created a webpage with a leave calculator that allows state employees to develop a leave usage plan and avoid exceeding the annual leave maximum of 640 hours.
- Redesigned the CalCareers website to improve its look and ease of use. We also revamped the content, after seeking input from nine different stakeholder groups.
- Developed a CalCareers webpage that assists veterans with translating their Military Occupational Codes (MOC) to state classifications, thereby easing the process for veterans to find, and apply for, state civil service jobs.
- Made all the material on the 10 websites we maintain compliant with state accessibility standards, in response to issues raised in a state audit. This department-wide effort took a year and a half to complete and included updating more than 5,000 website pages and over 4,000 Portable Document Format (PDF) documents.

- Received the CalHR Negri Award for creating the Online Human Resources (HR) Manual. It made HR policies easy to access and easy to understand. The online manual replaced the Personnel Management Liaisons (PMLs) process, which many people said they found confusing and complicated.
- Launched the CalHR Online Forum for State of California professionals to collaborate and share ideas on human resources related topics, such as recruitment, training, workforce planning, and classification and compensation.
- Rewrote the HRNet website, which supports all departments with general information regarding human resources, with new technology, so it can be supported by our IT Division.
- Redesigned the State Owned Housing (SOH) website allowing departments to submit SOH documentation and providing us the ability to track and report departmental administrative compliance.
- Developed a secure website for Savings Plus and its vendor Nationwide to provide and obtain data reports.

## Goal 4: Organizational Excellence

We strive for organizational excellence. Although smaller than many state departments, we have a robust program to strengthen our organizational structure and long-range planning. In this regard, we aim to serve as a model for other state departments.

We have:

- Completed a Veteran Opportunity in the Workforce and the State (VOWS) system. This collects data from veterans and helps evaluate their preferences in working for the state.
- Streamlined the Selection Division billing process using the Lean Six Sigma methodology. As a result, the division reduced the average amount of time it takes to process its bills each month from 23 days to six hours.
- Implemented an annual, flat fee-based pricing methodology for examination services. This change eliminated 900 monthly invoices and saved departments significant money.
- Implemented 35 operating procedures to increase efficiency and consistency.
- Streamlined administration of the Delegation Program.
- Developed a two-day New Employee Orientation for the organization.
- Developed a New Employee Onboarding webpage on the CalHR intranet.
- Redesigned the internal SharePoint site to optimize PMD workload assignments, document management, and staff's access to resources.
- Created a library of labor relations templates and standardized language, including contract language, grievance responses and other information to support program effectiveness.
- Improved how CalHR tracks training for its staff by transferring the mechanism from MS Excel to SharePoint with an administration interface.

- Moved network storage onto new technology, thereby safeguarding the data and improving access to it.
- Developed a tracking system that offers faster receipt and cataloging of dental/flex/vision appeals and supporting documentation.

## Goal 5: Fiscal Responsibility

We work to get the most out of state resources. To that end, we started the California Lean Academy, which has now taught Lean White Belt training to thousands of state employees. This rigorous new training model arms organizations with the knowledge and skills needed to eliminate waste and create operational efficiencies.

We have also:

- Piloted Healthier U Connections with 11 departments. This CalHR-branded online wellness platform is designed to encourage healthy lifestyles and allows state employees to track exercise and other healthy activities.
- Developed a Healthier U toolkit for wellness coordinators to use when implementing wellness programs within their departments.
- Began implementing the Healthier U method statewide through Departmental Wellness Coordinator Network quarterly forums.
- Issued a statewide leave reduction policy.
- Issued a policy for state employees working alternate or non-standard schedules.
- Issued a holiday guidance policy, in response to issues raised by a 2012 state audit.
- Contracted with the accounting firm CliftonLarsonAllen LLP to perform annual financial audits of the CalHR Savings Plus Program.
- Introduced two educational workshops to promote the overall financial health and well-being of state employees. The workshops are entitled “Budgeting: Your Unique Savings Goals” and “A Social Security Workshop: The Choice of a Lifetime.”
- Registered more than 48,000 state employees to attend training through the Statewide Training Center since it reopened in 2013.

# Looking Forward

We have made significant progress in pursuing the 2014-18 strategic goals and objectives over the last four years. More importantly, our organization continues to plan strategically for the future, building on the momentum we have created, the staff we have developed, and the knowledge we have gained. We recognize all of the organization's successes are rooted in the individual accomplishments of our employees. Developing and nurturing a strong workforce is essential for us to carry out our mission and achieve our goals. We will continue to set high expectations and empower our employees to meet them.